



# MISSISSIPPI

## STATE PERSONNEL BOARD

### OFFICE OF WORKFORCE DEVELOPMENT



## COURSE CATALOG

# Table of Contents

**About Us.....5**

**OWD Mobile App .....6**

**MSPB eLearning.....7**

**Certification Programs .....9**

**Professional Development Courses ..... 15**

**Class Code System ..... 16-17**

**Competency Grid..... 18-19**

**Mississippi Certified Public Manager® Electives ..... 21**

Emotional Intelligence: A Discovery Workshop .....22

How to Conduct a Workplace Investigation .....23

Lie to Me: Insight from a Certified Fraud Examiner.....24

Project Management .....25

Protecting Your Agency’s Assets from Fraud.....26

Untangling the Confusing Web of the ADA, FMLA, and Workers’ Compensation Regulations .....27

Advanced Presentation Skills .....28

Advanced Writing.....29

Creating Your Own Personal Brand.....30

Crisis: When Traditional Communications Won’t Work.....31

Critical Career Skills.....32

Crucial Accountability® .....33

Crucial Conversations® .....34

Cultural Diversity .....35

Defending Your Decisions in Performance Evaluations .....36

Effective Interviewing Skills.....37

Employee Communication: The Critical Link .....38

Everything DiSC Workplace® .....39

Five Generations in One Workplace.....40

Grant Writing.....41

Mission Matters: The Value of Meaning in the Workplace .....42

Overcoming the 5 Dysfunctions of a Team.....43

Principle Centered Leadership .....44

Responding to a Charge of Discrimination.....45

Situational Leadership® .....46

The 7 Habits of Highly Effective People® .....47

The 7 Habits for Managers® .....48

# Table of Contents

The Five Choices to Extraordinary Productivity .....49

The Public Manager’s Legal Toolbox .....50

The Value of Ethics for Public Managers .....51

Understanding Different Managing Styles .....52

Using MBTI® for Enhanced Communication.....53

What Public Managers Should Know about the Fair Labor Standards Act (FLSA).....54

Working at the Speed of Trust® .....55

Working with Millennials.....56

Workplace Violence: Minimizing the Risk.....57

Acceleration: Building Your Personal Brand.....58

Business Etiquette.....59

Network Building .....60

Performance Development System: Evaluating Employee Performance.....61

Public Speaking .....62

**Administrative Services Certification Program Electives..... 63**

Cultural Diversity Part II.....64

How to Manage Multiple Priorities .....65

Navigating the Road to Success.....66

Overview of Government Part II .....67

Positive Work Environment.....68

Writing Advantage® by Franklin Covey .....69

Communicating to Build Relationships.....70

Cultural Diversity Part I.....71

Overview of Government Processes .....72

Rights and Responsibilities.....73

Techniques for Managing Stressful Situations.....74

**Executive Services Certification Program Electives..... 75**

Advanced Presentation Skills.....76

Building Your Network.....77

Effective Mentorship .....78

Empowering Yourself for Career Success.....79

Leadership at Every Level.....80

The 7 Habits of Highly Effective People® .....81

Workplace Collaboration .....82

Working Smart: How to Get Along, Get Noticed, Get Ahead .....83

Your Purpose Pathway: Five Steps Along the Way .....84

# MSPB Office of Workforce Development

The Mississippi State Personnel Board Office of Workforce Development assists agencies with effective employee training and a professional development system that inspires trust, clarifies purpose, aligns systems, and develops talent. Workforce development is a systematic process for identifying the human capital required to fulfill the agency’s mission and developing the strategies to achieve the agency’s vision.

The goal of the Office of Workforce Development is to provide state agencies with the tools, information, and training needed to ensure a quality workforce for State government.



## Questions About Programs or Classes



If you have questions about our classes, please contact:

Jan Sims, Director of Workforce Development  
(601) 359-2718, [jan.sims@mspb.ms.gov](mailto:jan.sims@mspb.ms.gov)

Julia Summers, Assistant Director of Programs  
(601) 359-2799, [julia.summers@mspb.ms.gov](mailto:julia.summers@mspb.ms.gov)

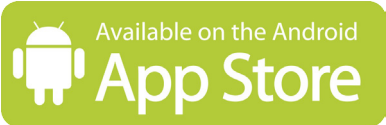
Skip King, Assistant Director of Operations  
(601) 359-2714, [skip.king@mspb.ms.gov](mailto:skip.king@mspb.ms.gov)

# Official OWD App



Keep up with the latest OWD news with our official app! The OWD app is available for free download on your Apple or Android device. Download the app to gain access to the class calendar, recommended reading lists, and more!

- Features include:
- Course catalog
  - Class schedule
  - Reading Lists
  - Interactive in-class features



## Class Schedule

The Office of Workforce Development schedules many training programs each month and nearly 250 days of training for state employees each year. Most of these courses are offered at our training center in downtown Jackson. For a complete up-to-date class schedule, visit the MSPB website at [www.mspb.ms.gov](http://www.mspb.ms.gov).



View the current class schedule.

# eLearning Modules Available On-Demand

## eLearning

As an alternative to classroom training, MSPB provides on-demand training available online. Topics include Active Shooter Situations, Sexual Harassment Awareness and Prevention, Ethics in State Government, Workplace Harassment Awareness and Prevention, and Employment Discrimination. With MSPB eLearning, save time and resources by educating employees at their desks and receiving confirmation of each employee's successful completion of the course. This service is provided to agencies free of charge.

MSPB eLearning:

- eliminates travel costs by educating employees at their desks;
- includes evaluations to demonstrate employee comprehension;
- can be easily incorporated into the employee onboarding process;
- provides proof of successful completion for human resources documentation; and
- is available on-demand.



## State Government Onboarding Webcast

MSPB's State Government Onboarding webcast is a fourteen minute webcast designed to assist agencies in giving new state employees an introduction to the following topics:

- How State Government Works
- Employee Benefits
- State Policy Resources, and
- Training and Development Tools

This informative webcast can be accessed on MSPB's website and can be utilized in conjunction with agencies' existing onboarding and orientation programs.



**Certification  
Programs**





**Duration:**

5 days per level

**Who Should Take This Course?**

CPM is designed for public sector managers and those who have been identified as having high potential for management in the public sector.

**Certificate of Completion:**

Yes

**Can I Get College Credit for MCPM?**

The American Council on Education's College Credit Recommendation Service (ACE CREDIT®) has evaluated and recommended college credit for the Mississippi Certified Public Manager® program effective for 2017 - 2020 graduates.

For CPM Levels 1-3, the recommendation is in the lower-division baccalaureate/associate degree category for a total of 6 hours. For CPM Level 4-6, the recommendation is in the upper-division baccalaureate degree category for a total of 9 hours.

## Mississippi Certified Public Manager®

The Mississippi Certified Public Manager® (MCPM) Program is a nationally recognized leadership development program for public managers and supervisors. The federal government and 34 states participate in the National CPM Consortium, which accredits and establishes the requirements for the Certified Public Manager® designation. Many governmental entities have chosen MCPM as their primary method for training current leaders and developing future leaders.

Developing core competencies is foundational to managerial excellence in government. The MCPM Program curriculum emphasizes:

- Personal and Organizational Integrity
- Managing Work
- Leading People
- Developing Self
- Systemic Integration
- Public Service Focus
- Change Leadership

**Topics**

Each level of the MCPM Program contains distinct curriculum. The topics in each level include:

Level I:	Personal Styles, Interpersonal Communications, Manager or Leader: Changing Behavior or Changing Minds, Leadership in a Changing World, Ethics in the Workplace
Level II:	Employee Engagement, Coaching for Excellence, Creating Effective Teams, Conflict Management
Level III:	Organizational Excellence, Effective Execution of Organizational and Project Plans, Organizational Communication, Change Management, Legal Issues
Level IV:	Organizational Climate, Culture, Power, and Influence
Level V:	Strategic Planning, Government Resources, Government Performance
Level VI:	The Public Policy Process, Employee Law, History of State Government, Role of Advocacy Organizations, Role of Public Relations, The Legislative Process

## Administrative and Executive Services Certification Programs

The Administrative Services Certification Program (ASCP) is a comprehensive training and development program for support staff of governmental entities. The program combines classroom training and hands-on learning to develop teamwork, leadership, and customer service skills. Many agencies choose ASCP as their primary method for training support staff due to the results achieved by graduates. ASCP graduates are highly regarded team members in their agencies and the State of Mississippi.

To become certified, participants must successfully complete:

- Three levels of course work
- Two job-related projects
- One reading assignment
- Twelve elective courses
- Three written exams

**Topics**

ASCP uses practical job-related learning activities to join theory and real-world experience. Some of the topics covered in ASCP are:

- Managing time effectively while leading a team
- Interacting with various personality types
- Understanding how state government works
- Learning to resolve conflict
- Exceeding customer expectations
- Embracing diversity

### Executive Services Certification Program

MSPB developed the Executive Services Certification Program (ESCP) for administrative professionals to continue their professional development. Participants earning the ESCP designation have completed the three levels of ASCP curriculum as well as three additional levels of coursework. ESCP encourages administrative professionals to cultivate existing skills, contribute to the vision of their organization within their individual roles, and enhance leadership skills.

**Topics**

Some of the topics covered in ESCP are:

- Interpersonal interactions and teamwork
- The changing role of support staff
- Perception
- Contributing to the agency's vision
- Leadership
- Customer relationship management



**Duration:**

3 days per level

**Who Should Take This Course?**

ASCP is designed for those who provide administrative support within government agencies. The training is beneficial for administrators, clerks, receptionists, and those who support agency managers.

**Certificate of Completion:**

Yes



**Duration:**

3 days per level

**Who Should Take This Course?**

ESCP is designed for ASCP graduates who support executive staff.



## Human Resources Certification Program

### Duration:

4 days for Level I  
3 days per level for Levels II - V

### Who Should Take This Course?

Participants must either work in the field of human resources in state government or be selected by their agency to participate as part of the agency's succession, retention, and talent management efforts.

### Certificate of Completion:

Yes

The purpose of the Human Resources Certification Program (HRCP) is to develop well-trained human resources practitioners in Mississippi state government by providing a comprehensive training program specifically tailored to human resource professionals at both the technical and managerial levels. The Human Resources Certification Program focuses on the application of key HR rules, regulations, policies, procedures, and practices. To achieve HRCP certification, the participant must:

- Attend the five levels of classroom instruction
- Receive a passing score on the written test at the completion of Levels 3 and 4
- Prepare competency essays after Levels 3 and 5
- Complete an HR-related project and present it to his or her agency management

### Topics

HRCP provides tools to enhance the knowledge and productivity of human resources professionals through classroom learning, group activities, and individual and small group interactions. Some of the topics covered in HRCP include:

- Elements of an effective human resources office
- Understanding benefits and payroll administration
- Managing interpersonal conflicts and creating a culture of accountability
- Best practices for recruiting, interviewing, and selecting employees
- Utilizing the Performance Development System and Individual Development Plan
- Understanding Title VII, federal regulations, workplace investigations, workers' compensation, and leave administration
- Classification, compensation, position management, and organizational charts
- Defining roles in the HR budget request process, realignment recommendations, and year-end conversion processes.
- Ethics for HR professionals
- Succession planning, mentoring, and motivation
- Insight from a Certified Fraud Examiner
- HR best practices panel comprised of HR directors

## Basic Supervisory Course

The Basic Supervisory Course (BSC) is designed to develop leadership and supervisory skills for front line supervisors of governmental entities. The program includes discussion of a wide range of topics with an emphasis on practical application in state, local and district government. The program combines classroom training and hands-on learning to reinforce fundamentals of supervising people and managing programs. Many government employees have chosen BSC to gain the skills required to become a more effective supervisor and to develop the tools needed to advance within their organization. This one week intensive training session also encourages networking opportunities for participants through interactive, team-based learning activities.

BSC's thirty hours fulfill the open elective credit requirement for public managers who are entering the Mississippi Certified Public Manager® (MCPM) Program.

### Topics

BSC provides an orientation to managing in government through classroom learning, group activities, and both individual and small group interactions. Some of the topics covered in the BSC include:

- Organizational and Communication Skills
- Conflict Resolution
- Organization of State Government
- Legal Issues for Supervisors
- Leveraging Diversity in the Workplace
- Coaching for Results
- Managing Performance through the Performance Development System
- Enhanced Self Awareness through DiSC Assessment
- Delegation



### Duration:

5 days

### Who Should Take This Course?

BSC is ideal training for all supervisors in state government regardless of the number of individuals supervised. BSC is specifically designed for newly promoted supervisors, supervisors new to state government, and experienced supervisors who need to expand their skills.

### Certificate of Completion:

Yes



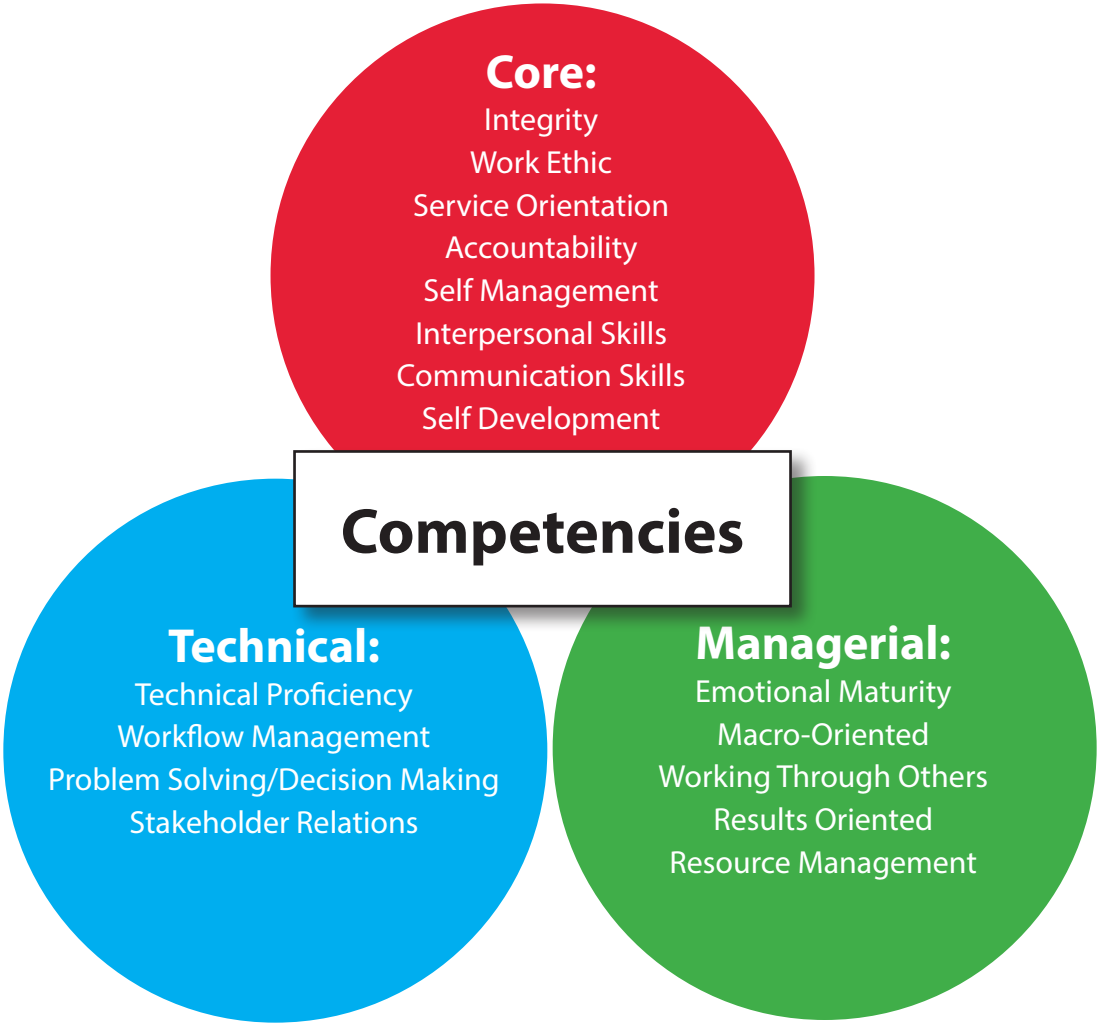
# Professional Development Courses



# Class Code System

The Office of Workforce Development has created a new coding system which is used in this course catalog. The code contains two letters and three numbers separated by a dash.

The code is provided to identify the skills developed through each specific class. Since all performance is evaluated by degree of competency demonstration, the skills developed are identified by the same competencies. For non-managers, there are 12 competencies; for managers, there are 5 additional competencies (17 in total), by which performance is measured. Classes are coded by their primary competencies to assist agencies in the development of employees' Individual Development Plans within the Performance Development System.



The chart on pages 18-19 shows each class offered in the current fiscal year, along with the three main competencies developed through attendance in the class. The primary competency (listed as number one) is the competency identified in the class code. Also shown on the chart is the level of skill development offered in the class. Basic skill level is 101, intermediate skill level is 201, and advanced skill level is 301.

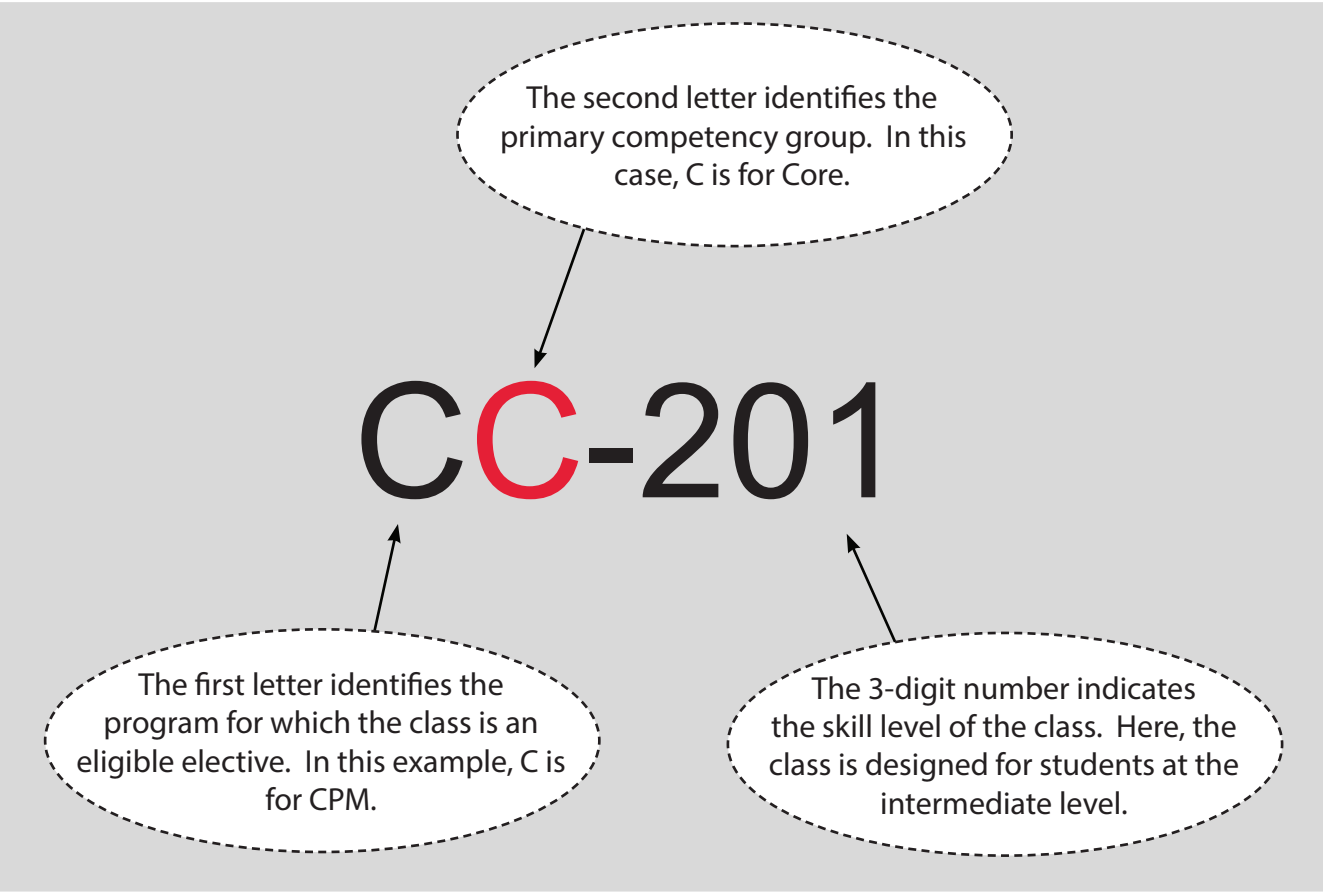
# Class Code System

**Code Legend:**  
The first letter identifies the program (ASCP, BSC, CPM, and ESCP). The class will be eligible for elective hours in the program identified. As an example, the code CC-201 is for a Certified Public Manager (CPM) elective.

The second letter identifies the primary competency group (Core, Technical, and Managerial). The letter of the competency group is displayed as the second letter of the code. While other competency groups may also be covered, the primary competency group is identified by this letter. The curriculum of the class adds knowledge in areas pertaining to the competency group listed. Using the same example as above, the primary competency developed in a class with the code CC-201 is from the Core competency group.

The numbers indicate the skill level addressed in the class. Basic skill classes are identified with the letters 101, intermediate skill classes are identified with the letters 201, and advanced skill classes are identified with the letters 301.

Example:



# Competency Grid

Code	Class Title	Core Competencies										Technical Competencies					Managerial Competencies					Skill		
		Integrity	Work Ethic	Service Orientation	Accountability	Self-Management	Interpersonal Skills	Communication Skills	Self-Development	Technical Proficiency	Workflow Management	Problem Solving/ Decision Making	Stakeholder Relations	Emotional Maturity	Macro-Oriented	Working Through Others	Results Oriented	Resource Management	101: Basic	201: Intermediate	301: Advanced			
CC-301	Emotional Intelligence: A Discovery Workshop				1	3								2										✓
CT-301	How to Conduct a Workplace Investigation/ Defending Management Decisions before the Employee Appeals Board (EAB) and the Equal Employment Opportunity Commission (EEOC)											1	3	2										✓
CT-301	Lie to Me: Insight from a Certified Fraud Examiner			3	2						1													✓
CT-301	Project Management									1						3	2							✓
CT-301	Protecting Your Agency's Assets from Fraud	2		3							1													✓
CT-301	Untangling the Confusing Web of the Americans with Disabilities Act (ADA), Family and Medical Leave Act (FMLA), and Workers' Compensation Regulations					3					1				2									✓
CC-201	Advanced Presentation Skills						1	2						3										✓
CC-201	Advanced Writing						1				2	3												✓
CC-201	Creating Your Own Personal Brand					2		1						3										✓
CT-201	Crisis: When Traditional Communications Won't Work					3						1		2										✓
CC-201	Critical Career Skills					3		1						2										✓
CM-201	Crucial Accountability®					2	3								1									✓
CC-201	Crucial Conversations®				3	1	2																	✓
CC-201	Cultural Diversity				1	2								3										✓
CC-201	Defending Your Decisions in Performance Evaluations	1						2						3										✓
CT-201	Effective Interviewing Skills						3				1					2								✓
CC-201	Employee Communication: The Critical Link		3				1								2									✓
CC-201	Everything DiSC Workplace®				2	1	3																	✓
CC-201	Five Generations in One Workplace					1								3	2									✓
CM-201	Grant Writing								2				3				1							✓
CC-201	Mission Matters: The Value of Meaning in the Workplace	1	2										3											✓
CM-201	Overcoming the 5 Dysfunctions of a Team					3					2				1									✓
CC-201	Principle Centered Leadership	1	2											3										✓
CT-201	Responding to a Charge of Discrimination										1			3		2								✓
CM-201	Situational Leadership®													2	1	3								✓
CC-201	The 7 Habits of Highly Effective People®	3			2			1																✓
CC-201	The 7 Habits for Managers®				2			1									3							✓
CT-201	The Five Choices to Extraordinary Productivity				2					1							3							✓
CT-201	The Public Manager's Legal Toolbox	3				2					1													✓
CC-201	The Value of Ethics for Public Managers	1	2	3																				✓
CC-201	Understanding Different Managing Styles				1	2										3								✓
CC-201	Using MBTI® for Enhanced Communication			2			1							3										✓
CT-201	What Public Managers Should Know about the Fair Labor Standards Act (FLSA)										1				2		3							✓
CM-201	Working at the Speed of Trust®	2	3												1									✓
CC-201	Working with Millennials					1	2									3								✓
CT-201	Workplace Violence: Minimizing the Risk					3					1		2											✓
CC-101	Acceleration: Building Your Personal Brand					2	1							3										✓
CC-101	Business Etiquette					3		1				2												✓
CC-101	Network Building					2	3	1																✓
CM-101	Performance Development System: Evaluating Employee Performance						3							2	1									✓
CC-101	Public Speaking					3	2	1																✓

# Competency Grid

Code	Class Title	Core Competencies										Technical Competencies					Managerial Competencies					Skill		
		Integrity	Work Ethic	Service Orientation	Accountability	Self-Management	Interpersonal Skills	Communication Skills	Self-Development	Technical Proficiency	Workflow Management	Problem Solving/ Decision Making	Stakeholder Relations	Emotional Maturity	Macro-Oriented	Working Through Others	Results Oriented	Resource Management	101: Basic	201: Intermediate	301: Advanced			
AC-201	Cultural Diversity Part II				3	1	2																	✓
AC-201	How to Manage Multiple Priorities				1					2	3													✓
AC-201	Navigating the Road to Success				1	2		3																✓
AT-201	Overview of Government Part II		2					3					1											✓
AC-201	Positive Work Environment		3			1	2																	✓
AC-201	Writing Advantage® by Franklin Covey						1				2	3												✓
AC-101	Communicating to Build Relationships					1	2							3										✓
AC-101	Cultural Diversity Part I					2	1							3										✓
AT-101	Overview of Government Part I			3	2							1												✓
AC-101	Rights & Responsibilities	1	2	3																				✓
AC-101	Techniques for Managing Stressful Situations					1	2							3										✓
EC-201	Advanced Presentation Skills							1	2								3							✓
EC-201	Building Your Network							1				2			3									✓
EM-201	Effective Mentorship							3	2							1								✓
EC-201	Empowering Yourself for Career Success								1					3		2								✓
EC-201	Leadership at Every Level		2		1	3																		✓
EC-201	The 7 Habits of Highly Effective People®		3			2		1																✓
EM-201	Workplace Collaboration							3	2						1									✓
EC-101	Working Smart: How to Get Along, Get Noticed, Get Ahead					2	3		1															✓
EC-101	Your Purpose Pathway: Five Steps Along the Way			2				1						3										✓

The chart above shows each class offered in the current fiscal year, along with the three main competencies developed through attendance in the class. Each class's top three competencies are ranked by numbers 1,2, and 3. Also shown on the chart is the level of skill development offered in the class. Basic skill level is 101, intermediate skill level is 201, and advanced skill level is 301. Classes are coded by their primary competencies to assist agencies in the development of employees' Individual Development Plans within the Performance Development System.



# **Mississippi Certified Public Manager<sup>®</sup> Electives**

# Emotional Intelligence: A Discovery Workshop

**CC-301\***

**Primary Competencies:**

Self Management  
Emotional Maturity  
Interpersonal Skills

**Skill Level:**

Advanced

**Credits:**

6 Hours CPM Elective Credit  
*Prerequisite: Participants must have already taken the Myers-Briggs Type Indicator® (MBTI) and had their results interpreted by an MBTI Certified Practitioner.*

**Duration:**

One Day

This class uses emotional intelligence as a different measure of leadership, development, performance, and career advancement. Participants will gain a deeper understanding of emotional intelligence that can serve as a catalyst for individual development and develop them into more effective managers within the state workforce.

**OBJECTIVES:**

- Identify criteria and traits that determine excellence in leadership and performance
- Discuss how emotional intelligence relates to effectiveness in the workplace and why it is crucial to career development
- Identify leadership and management competencies with regard to emotional intelligence
- Discuss how the Myers-Briggs Type Indicator® relates to emotional intelligence
- Participate in group projects focused on developing techniques for improving emotional intelligence

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs

\*This code is provided to identify the skills developed through this class. The first letter identifies the program for which the class is an eligible elective, the second letter identifies the primary competency group, and the 3-digit number indicates the skill level of the class. See pages 16 and 17 for a more detailed explanation.



# How to Conduct a Workplace Investigation: Defending Management Decisions before the Employee Appeals Board (EAB) and the Equal Employment Opportunity Commission (EEOC)

**CT-301\***

**Primary Competencies:**

Problem Solving/Decision Making  
Macro-Oriented  
Stakeholder Relations

**Skill Level:**

Advanced

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

With the EEOC reporting an ever-increasing number of workplace harassment complaints, it is more important than ever for agency personnel to know how to handle complaints. Employers have a legal duty to promptly and thoroughly investigate complaints of harassment, discrimination, and retaliation that occur in the workplace.

**OBJECTIVES:**

- Determine whether or not an investigation is necessary
- Identify the scope, goals, and timeline of an investigation
- Identify interviewing techniques and questions the EEOC recommends asking third parties and witnesses
- Determine the appropriate recommendations and actions and how to conclude the investigation

**TARGET AUDIENCE:**

- Those who manage people
- Human Resources professionals
- Individuals responsible for internal controls
- Employees involved in employment-related investigations
- Legal professionals

\*This code is provided to identify the skills developed through this class. The first letter identifies the program for which the class is an eligible elective, the second letter identifies the primary competency group, and the 3-digit number indicates the skill level of the class.



# Lie to Me: Insight from a Certified Fraud Examiner

CT-301\*

Primary Competencies:

Problem Solving/Decision Making  
Interpersonal Skills  
Accountability

Skill Level:

Advanced

Credits:

3 Hours CPM Elective Credit

Duration:

Half Day

In this session, participants will take an in-depth look at deception and receive insight into determining truth from fiction in verbal and written accounts of events. The class is facilitated by a Certified Fraud Examiner.

OBJECTIVES:

- Learn how the human brain interprets physical cues as a lie is told
- Learn what details reveal in a story, and what to know when details are omitted
- Participate in a mock investigation

TARGET AUDIENCE:

- Individuals who interact with the public
- Those who are on a management track
- Those who manage people, projects, or programs
- Human Resources professionals
- Employees responsible for internal controls or audit functions
- Legal professionals

\*This code is provided to identify the skills developed through this class. The first letter identifies the program for which the class is an eligible elective, the second letter identifies the primary competency group, and the 3-digit number indicates the skill level of the class.



# Project Management

CT-301\*

Primary Competencies:

Workflow Management  
Resource Management  
Working Through Others

Skill Level:

Advanced

Credits:

6 Hours CPM Elective Credit

Duration:

One Day

The elements of a project can take on a life of their own if they are not properly managed. This program teaches skills that strengthen the processes employees apply in their everyday work. Participants learn to correctly identify the components of a project and how to plan, manage, and review each stage to completion.

After attending this session, participants will be able to differentiate between project management and project work, identify and manage project risk, determine and anticipate changes that occur during project execution, develop a detailed work plan to accurately determine the project completion date, accurately estimate project activities, manage external vendors more effectively, and discover the power of the review process to improve future performance.

OBJECTIVES:

- Understand how to consistently complete projects successfully
- Learn how to implement a disciplined process to execute projects
- Master informal authority to inspire a team

TARGET AUDIENCE:

- All staff responsible for managing projects

\*This code is provided to identify the skills developed through this class. The first letter identifies the program for which the class is an eligible elective, the second letter identifies the primary competency group, and the 3-digit number indicates the skill level of the class.





# Protecting Your Agency’s Assets from Fraud

**CT-301\***

**Primary Competencies:**

Problem Solving/Decision Making  
Integrity  
Accountability

**Skill Level:**

Advanced

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

Management is responsible for designing the internal control structure of the agency to protect assets and data from fraudulent activity. Managers need to know how to assess fraud risks, have an understanding of preventative and detective controls, and know how to stay on top of the control and fraud issues facing government financial management leaders.

**OBJECTIVES:**

- Review state law and administrative rules related to fraud, waste, and abuse
- Gain a thorough knowledge of internal controls for implementation throughout the entity
- Identify common myths and general comments about fraud
- Examine why fraud occurs and cite the three elements that must be present for fraud to occur
- Identify common fraudulent behaviors
- List the “10 Commandments” that improve management’s chances of detecting and preventing fraud

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs
- Employees responsible for internal controls
- Audit/Accounting professionals
- Legal professionals
- Human Resources professionals

\*This code is provided to identify the skills developed through this class. The first letter identifies the program for which the class is an eligible elective, the second letter identifies the primary competency group, and the 3-digit number indicates the skill level of the class.



# Untangling the Confusing Web of the Americans with Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), and Workers’ Compensation Regulations

**CT-301\***

**Primary Competencies:**

Problem Solving/Decision Making  
Working Through Others  
Interpersonal Skills

**Skill Level:**

Advanced

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

In this class, participants will gain knowledge regarding the Americans with Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), and the Mississippi Workers’ Compensation Benefits laws. The focus is how these laws overlap in the workplace. Insight into best practices is given for public sector managers.

**OBJECTIVES:**

- Develop an understanding of the Americans with Disabilities Act (ADA)
- Develop an understanding of the Family and Medical Leave Act (FMLA)
- Develop an understanding of Mississippi’s Workers’ Compensation Benefits laws
- Discuss real world application of these laws and regulations in the workplace and the different ways they can often overlap with each other

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who manage people, projects, or programs
- Human Resources professionals

\*This code is provided to identify the skills developed through this class. The first letter identifies the program for which the class is an eligible elective, the second letter identifies the primary competency group, and the 3-digit number indicates the skill level of the class.



# Advanced Presentation Skills

**CC-201\***

**Primary Competencies:**

Communication Skills  
Self Development  
Macro-Oriented

**Skill Level:**

Intermediate

**Credits:**

12 Hours CPM Elective Credit

**Duration:**

Two Days

In this two day class, participants who want to polish presentation skills will learn techniques for mastering the art of presenting. Presentations will be recorded, individual coaching will be provided, and then a second presentation will be recorded for participants to see how skills have improved.

**OBJECTIVES:**

- Identify advanced methods and techniques for capturing an audience’s attention
- Discuss creative methods and techniques for conveying a presentation’s central idea
- Define creative methods and techniques for inspiring an audience to action
- Build further confidence in one’s ability to speak in impromptu and informal situations
- Practice advanced presentation skills by preparing, delivering, and critiquing oral presentations

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs

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# Advanced Writing

**CC-201\***

**Primary Competencies:**

Communication Skills  
Problem Solving/Decision Making  
Stakeholder Relations

**Skill Level:**

Intermediate

**Credits:**

12 Hours CPM Elective Credit  
(Required for the CPM Program)

**Duration:**

Two Days

Sometimes, employees struggle to express their thoughts and recommendations in writing. With awkward sentence structure, poor organization, and murky language, most written communication drops off the radar due to information clutter.

FranklinCovey’s business writing course, *Writing Advantage*®, teaches how to set quality writing standards that help increase productivity, resolve issues, avoid errors, and heighten credibility.

The second day of this course is devoted to developing successful CPM projects.

**OBJECTIVES:**

- Organize initial ideas around a clear purpose
- Structure a prototype based on solid writing standards
- Evolve the prototype into a draft document
- Review and refine the draft against formal standards
- Produce a final and collaborative edit of the draft
- Build skills to achieve a successful CPM project

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs

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# Creating Your Own Personal Brand

CC-201\*

Primary Competencies:

Self Development  
Interpersonal Skills  
Emotional Maturity

Skill Level:

Intermediate

Credits:

6 Hours CPM Elective Credit

Duration:

One Day

Creating Your Own Personal Brand encompasses a worker’s behavior, appearance, and workplace ethics. Employees who have high standards of professionalism are frequently perceived as being more credible and reliable than their coworkers. As a result, these employees are frequently regarded as their agency’s leaders. With the workplace becoming more and more competitive, this course is designed to train employees on how to showcase themselves and stand out among the crowd.

OBJECTIVES:

- Understand the impact of cultural influences from the 19th century to present day in the workplace
- Learn how generational influences introduce stereotypes and how to break through the stereotypical mindset
- Gain insight into personal branding, including professionalism, character, attitude, competency, and conduct

TARGET AUDIENCE:

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs



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# Crisis: When Traditional Communications Won’t Work

CT-201\*

Primary Competencies:

Stakeholder Relations  
Macro-Oriented  
Interpersonal Skills

Skill Level:

Intermediate

Credits:

6 Hours CPM Elective Credit

Duration:

One Day

Being prepared for the unexpected is vital to a healthy organization. Leaders should know who is responsible for speaking on behalf of the agency during any crisis or emergency and how to handle specific aspects of communications during a crisis event. This session involves the development of a crisis communications plan that is communicated to all staff.

OBJECTIVES:

- Learn how to diffuse emotional responses and think clearly during crisis
- Identify the areas where critical services must be available during crisis
- Develop a template for a crisis communications plan

TARGET AUDIENCE:

- Communications and public relations professionals
- Those who are on a management track
- Those who manage people, projects, or programs
- Human Resources professionals
- Agency executives



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# Critical Career Skills

## CC-201\*

**Primary Competencies:**

Self Development  
Macro-Oriented  
Interpersonal Skills

**Skill Level:**

Intermediate

**Credits:**

9 Hours CPM Elective Credit

**Duration:**

One and a Half Days

Successful managers and supervisors recognize and develop certain personal skills as they move up the career ladder. This course examines powerful and proven skills participants need to become stronger, more confident and respected leaders.

**OBJECTIVES:**

- Understand the importance of communication and its impact on careers
- Gain a comprehensive perspective on teambuilding that maximizes productivity
- Understand what executives attribute to managers with effective time management habits
- Learn the value of strategic networking
- Gain a greater understanding of oneself

**TARGET AUDIENCE:**

- Those who are on a management track
- Those who manage people, projects, or programs



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# Crucial Accountability®

## CM-201\*

**Primary Competencies:**

Working Through Others  
Interpersonal Skills  
Communication Skills

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit for Crucial Conversations® graduates  
*HRCP participants should not take this class since it is part of the HRCP curriculum.*

**Duration:**

One Day

A culture with weak accountability is one where those who see problems say nothing because they assume they don't have the authority or skills to raise a concern. This course teaches a straightforward, step-by-step process for identifying and resolving performance gaps, strengthening accountability, eliminating inconsistency, and reducing resentment.

**OBJECTIVES:**

- Learn how to hold anyone accountable, regardless of the person's power, position, or temperament
- Motivate others and permanently resolve problems without using power, by clearly and concisely explaining specific, natural consequences
- Manage projects without taking over by creatively helping others avoid excuses
- Keep projects on track and resolve performance barriers
- Move to action by agreeing on a plan, following up, engaging in good reporting practices, and managing new expectations

**TARGET AUDIENCE:**

- Those who manage people, projects, or programs
- Those who are on a management track
- Agency executives



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# Crucial Conversations®

**CC-201\***

**Primary Competencies:**

Interpersonal Skills  
Communication Skills  
Self Management

**Skill Level:**

Intermediate

**Credits:**

12 Hours CPM Elective Credit  
*HRCP participants should not take this class since it is part of the HRCP curriculum.*

**Duration:**

Two Days

When experiencing strained work relationships and undesirable work product, it’s likely that a “crucial conversation” is needed to get things on track. This highly interactive course teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or sensitive work topics – at all levels of the organization. By learning how to speak and be heard (and encouraging others to do the same), you’ll surface the best ideas and make high-quality decisions.

**OBJECTIVES:**

- Speak persuasively, not abrasively
- Foster teamwork and better decision-making
- Build acceptance rather than resistance
- Resolve individual and group disagreements

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs
- Agency executives



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# Cultural Diversity

**CC-201\***

**Primary Competencies:**

Self Management  
Interpersonal Skills  
Emotional Maturity

**Skill Level:**

Intermediate

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

It is easy to misinterpret things people do in a cross-cultural setting. To keep from misunderstanding the behavior of others, you have to try to see the world from their point of view, not yours. Crossing cultures is a complex process in which understanding context is everything. Understanding and respecting cultural differences can lead to greater harmony in the workplace. This session leads participants to ask:

1. Why doesn’t everyone see things the way I do?
2. How do my beliefs and values influence the way I behave?
3. Is there a set of common American beliefs and values?

**OBJECTIVES:**

- Identify how culture shapes how we see the world, ourselves, and others
- Understand how some aspects of culture may not be visible and how the invisible cultural aspects influence visible culture
- Describe ways to understand people from various cultures

**TARGET AUDIENCE:**

- All state employees



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# Defending Your Decisions in Performance Evaluations

**CC-201\***

**Primary Competencies:**

Work Ethic  
Self Development  
Emotional Maturity

**Skill Level:**

Intermediate

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

Many supervisors are unsure of the most effective ways to discuss performance issues and conduct performance reviews. This class discusses the most challenging aspects surrounding performance evaluations and provides resources for participants to use in performance conversations.

**OBJECTIVES:**

- Learn the elements of the Performance Development System (PDS)
- Discuss challenges to the PDS process and how best to defend decisions with the Employee Appeals Board and the Equal Employment Opportunity Commission in accordance with MSPB policies
- Learn the difference in disciplinary issues vs. performance issues
- Explain the elements of due process
- Learn the role of the Human Resources office in the PDS process

**TARGET AUDIENCE:**

- Individuals who supervise people
- Human Resources professionals
- Agency executives
- Legal professionals



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# Effective Interviewing Skills

**CT-201\***

**Primary Competencies:**

Problem Solving/Decision Making  
Results Oriented  
Communication Skills

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit

**Duration:**

One Day

The use of best practices in the interview process can help ensure that quality, well-qualified employees are joining the state workforce. Participants will learn about these best practices and how to develop strong interview questions that lead to discovering the best candidate for positions under recruitment.

**OBJECTIVES:**

- Examine the importance of the interviewing process
- Compare types of interviews and the types of questions used for interviews
- Develop communication skills that will enhance interview sessions

**TARGET AUDIENCE:**

- Individuals who participate in the interviewing process
- Human Resources professionals
- Agency executives



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# Employee Communication: The Critical Link

**CC-201\***

**Primary Competencies:**

Communication Skills  
Working Through Others  
Service Orientation

**Skill Level:**

Intermediate

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

Employee communication within various work groups within the workplace is explored in this session. Organizational case studies are utilized to identify ways other work groups have overcome challenges to become well-functioning groups. This knowledge is then applied by participants to learn how to best communicate internally to ensure the goals and missions of their agencies are being met.

**OBJECTIVES:**

- Define the scope of employee communication
- Determine the value of employee communication
- Select tools to enhance communication
- Create a communication plan for participants’ actual work groups

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs
- Communications and public relations professionals

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# Everything DiSC Workplace®

**CC-201\***

**Primary Competencies:**

Interpersonal Skills  
Self Management  
Communication Skills

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit

**Duration:**

One Day

Everything DiSC Workplace® is the online DiSC assessment that aids in building more productive and effective interactions in work dynamics. Combining the classroom session with online pre-work and follow-up tools creates a personalized learning experience to help participants understand and appreciate the different priorities, preferences, and values each individual brings to the workplace and how they can learn to adapt to the style of others.

**OBJECTIVES:**

- Discover participant’s own DiSC style: recognize the priorities, motivators, and stress triggers that shape his or her workplace experience
- Explore other DiSC styles and understand the differences and similarities among them
- Identify strategies to make more meaningful connections with colleagues of various styles and work more effectively to reduce tension, solve problems, and contribute positively to their organizations

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs
- Agency leaders

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# Five Generations in One Workplace

**CC-201\***

**Primary Competencies:**

Interpersonal Skills  
Working Through Others  
Emotional Maturity

**Skill Level:**

Intermediate

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

Conflict between different generations can be a significant contributor to relationships being negatively impacted in the workplace. Learning to respect generations and the value each brings to the workplace improves productivity, communication, and customer service.

**OBJECTIVES:**

- Recognize and identify the strengths each generation brings to the workplace
- Commit to seeing generational respect as a diversity issue, rather than an age issue
- Develop skills to open dialogue between generations
- Determine ways to use the varying strengths each generation brings to the workplace

**TARGET AUDIENCE:**

- All state employees

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# Grant Writing

**CM-201\***

**Primary Competencies:**

Resource Management  
Technical Proficiency  
Stakeholder Relations

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit

**Duration:**

One Day

This class is ideal for employees who are new to obtaining grant funding. Participants will learn the fundamentals of grant writing and how to identify funding sources. This course can prove highly beneficial in assisting agencies in developing the skills needed to secure grant-based funding.

**OBJECTIVES:**

- Explain the phases of grantsmanship (the art of obtaining grants)
- Define and explain the components of a proposal
- Increase knowledge and skills required to write effective grants for government and private foundations
- Identify sources of potential funding

**TARGET AUDIENCE:**

- All staff responsible for securing funding

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# Mission Matters: The Value of Meaning in the Workplace

**CC-201\***

**Primary Competencies:**

Work Ethic  
Service Orientation  
Stakeholder Relations

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit

**Duration:**

One Day

An engaged workforce that understands the purpose of work will outperform a group which only “shows up” for a job. This course guides supervisors and managers through the maze of daily activities to connect work with an agency’s mission and then teaches how to help the work group recognize why their work matters each and every day.

**OBJECTIVES:**

- Determine the mission of their work group
- Recognize why connecting work to a mission is important
- Learn how to translate agency performance measures to an individual employee’s mission
- Learn how to communicate an agency’s mission to employees
- Learn how to sustain a mission and use it as the prime motivator in the provision of services

**TARGET AUDIENCE:**

- Those who are on a management track
- Those who manage people, projects, or programs
- Human Resources professionals
- Communications and public relations professionals
- Agency leaders



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# Overcoming the Five Dysfunctions of a Team

**CM-201\***

**Primary Competencies:**

Working Through Others  
Problem Solving/Decision Making  
Interpersonal Skills

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit

**Duration:**

One Day

Teams are considered the model for collaboration in organizations. However, many members (and their leaders) voice frustration over their team’s inability to reach its potential. In his business best-seller *The Five Dysfunctions of a Team*, writer/consultant Pat Lencioni describes five failures (or dysfunctions) which prevent a team from achieving its potential. Understanding the dysfunction helps both the team leader and members know what to watch for and how to prevent it from disrupting the team’s performance. This session explores how these dysfunctions can be altered so that they become milestones to achieve higher levels of team performance.

**OBJECTIVES:**

- Understand what a team is and its benefits to an organization
- Identify the five dysfunctions of a team and accurately diagnose their presence and impact
- Develop effective strategies for confronting and correcting the dysfunctions to improve team performance

**TARGET AUDIENCE:**

- Agency executives
- Those who are on a management track
- Those who manage people, projects, or programs



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# Principle Centered Leadership

**CC-201\***

**Primary Competencies:**

Integrity  
Service Orientation  
Macro-Oriented

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit

**Duration:**

One Day

An understanding of an agency’s cultural values and principles is necessary for determining the most effective leadership style to use in any given situation. This class explores the impact of culture and offers different approaches to align work groups so that an agency’s strategic goals can be accomplished.

**OBJECTIVES:**

- Understand the development of cultural values for an organization
- Personalize these values into your leadership style
- Learn the importance of cultural values and leadership style to the success or failure of an organization
- Understand the differences between fear-centered, utility-centered, and principle-centered leadership
- Learn how to integrate values and your leadership style into the agency’s strategic plan

**TARGET AUDIENCE:**

- Those who are on a management track
- Those who manage people, projects, or programs
- Agency leaders
- Agency executives

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# Responding to a Charge of Discrimination

**CT-201\***

**Primary Competencies:**

Problem Solving/Decision Making  
Results Oriented  
Emotional Maturity

**Skill Level:**

Intermediate

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

In this half-day class, participants will discuss Equal Employment Opportunity Commission (EEOC) regulations and federal statutes related to investigating and responding to discrimination charges.

**OBJECTIVES:**

- Understand how to investigate and respond to both informal and formal charges of discrimination concerning hiring, promotion, and disciplinary decisions
- Identify how to properly document a response and effectively present one’s position to the EEOC

**TARGET AUDIENCE:**

- Those who are on a management track
- Those who manage people, projects, or programs
- Human Resources professionals
- Legal professionals

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# Situational Leadership

CM-201\*

Primary Competencies:

Working Through Others  
Macro-Oriented  
Results Oriented

Skill Level:

Intermediate

Credits:

6 Hours CPM Elective Credit

Duration:

One Day

Leaders at every level in state government work hard to help their people succeed. Yet circumstances can make it difficult for a leader to determine the best course of action to take in directing an employee. Situational leadership is a leadership model developed and studied by Kenneth Blanchard and Paul Hersey. It guides the manager to adjust his or her pattern of behavior to fit the development level of employees. With situational leadership, it is up to the leader to change his or her style, not the follower to adapt to the leader’s style. This session will equip participants with the skills to effectively apply situational leadership in their agencies.

OBJECTIVES:

- Understand the elements of situational leadership
- Recognize your preferred leadership style and flexibility in appropriately using other styles
- Assess followers’ competence and commitment
- Distinguish between directive behavior and supportive behavior
- Demonstrate the appropriate leadership behavior based upon the situation

TARGET AUDIENCE:

- Those who are on a management track
- Those who manage people, projects, or programs
- Agency leaders
- Agency executives

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# The 7 Habits of Highly Effective People®

CC-201\*

Primary Competencies:

Self Development  
Self Management  
Work Ethic

Skill Level:

Intermediate

Credits:

12 Hours CPM Elective Credit

Duration:

Two Days

Known as the world’s premier personal leadership development course, the new *7 Habits of Highly Effective People Signature Edition 4.0®* aligns timeless principles of effectiveness with modern technology and practices. Training that helps an organization achieve sustained superior results focuses on making individuals and leaders more effective. Participants gain hands-on experience, applying principles that yield greater productivity, improved communication, strengthened relationships, increased influence, and laser-like focus on critical priorities. A completely new app, *Living the 7 Habits™*, has been developed to support ongoing learning about and implementing the 7 Habits, and is available to those who attend.

OBJECTIVES:

- Focus and act on what can be controlled and influenced, instead of what cannot
- Define clear measures of success and create a plan to achieve them for both life and work
- Prioritize and achieve the most important goals instead of constantly reacting to urgencies
- Develop innovative solutions that leverage diversity and satisfy all key stakeholders
- Collaborate more effectively with others by building high-trust relationships of mutual benefit

TARGET AUDIENCE:

- All state employees

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# The 7 Habits for Managers®

**CC-201\***

**Primary Competencies:**

Self Development  
Self Management  
Resource Management

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit  
*This class is recommended for those who have already attended The 7 Habits of Highly Effective People® class.*

**Duration:**

One Day

Based on the renowned, worldwide bestseller, *The 7 Habits of Highly Effective People®* by Dr. Stephen R. Covey, this two-day solution empowers frontline managers to effectively manage and engage their teams to achieve sustainable results. Its uniqueness is the lens of the 7 Habits framework—and the way it applies new mindsets, skills, and tools towards becoming a great team leader who can consistently deliver results. The *7 Habits for Managers®* is an intensive, application-oriented learning experience that focuses on the fundamentals of great leadership. Whether a leader has been in their role for some time, is brand new, or is an emerging leader, this solution will equip them to effectively meet some of today’s most pressing leadership challenges.

**OBJECTIVES:**

- Develop an “outcome-oriented” mindset in every activity they engage in - projects, meetings, presentations, contributions, etc.
- Eliminate energy and time-wasting tendencies by focusing and executing on the team’s highest priorities
- Lead teams that are motivated to perform superbly through a shared expectation and accountability process
- Create an atmosphere of candid and helpful feedback by taking time to fully understand the issues
- Demonstrate innovative problem solving by seeking out differences and new and better alternatives

**TARGET AUDIENCE:**

- Those who are on a management track
- Those who manage people, projects, or programs
- Agency leaders
- Agency executives



# The Five Choices to Extraordinary Productivity®

**CT-201\***

**Primary Competencies:**

Workflow Management  
Self Management  
Resource Management

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit

**Duration:**

One Day

Supported by science and years of experience in time management by FranklinCovey, this course not only produces a measurable increase in daily productivity, but also provides a renewed sense of engagement and accomplishment. Participants learn to apply a process that will dramatically increase their ability to achieve their highest priorities in the midst of unprecedented distractions. The *5 Choices to Extraordinary Productivity®* combines timeless principles with current neuroscience research to help better manage decisions, attention and energy to consistently make choices that give the greatest return on time.

**OBJECTIVES:**

- Learn how to discern the important from the less and the not important
- Learn how to guide your decision-making through a framework of what success looks like in the current most important roles
- Discover tips and tools to plan weekly and daily to execute with excellence on the most important things
- Make technology work for you, not against you
- Identify simple yet critical ways to increase energy so you can think clearly, make good decisions, and feel more accomplished at the end of every day

**TARGET AUDIENCE:**

- Agency leaders
- Agency executives

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# The Public Manager’s Legal Toolbox

**CT-201\***

**Primary Competencies:**

Problem Solving/Decision Making  
Interpersonal Skills  
Integrity

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit

**Duration:**

One Day

In this class, participants review legal issues that arise in the day-to-day operations of an office and receive insight into best practices for public sector managers. The focus of the class is to equip managers with proactive management skills so that obstacles and liability are minimized and productivity is optimized.

**OBJECTIVES:**

- Clearly describe relevant workplace legal issues
- Review proactive management skills designed to address personnel legal “hot spots”
- Build a toolbox of management strategies to ensure fair and legal management of the public workforce
- Review strategies to ensure managers are able to defend their personnel decisions when challenged
- Review and provide an update on federal and state personnel laws, regulations, and judicial decisions

**TARGET AUDIENCE:**

- Those who are on a management track
- Those who manage people, projects, or programs
- Human Resources professionals
- Legal professionals

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# The Value of Ethics for Public Managers

**CC-201\***

**Primary Competencies:**

Integrity  
Work Ethic  
Service Orientation

**Skill Level:**

Intermediate

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

An ethical state workforce is a necessity in ensuring that public trust is upheld by state agencies, and ethics is an integral component of good customer service. In this class, the value of ethics is discussed as a vital characteristic of public sector professionals.

**OBJECTIVES:**

- Define ethics in the context of state government
- Learn how ethics is revealed through outstanding customer service
- Develop the skills to deal ethically with those who are not ethical

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs

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# Understanding Different Management Styles

**CC-201\***

**Primary Competencies:**

Self Management  
Interpersonal Skills  
Results Oriented

**Skill Level:**

Intermediate

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

In this session, participants will look at different styles of managers and the effect each has on performance. The cost of toxic leadership and its effect on the workplace is also discussed. The goal is to appreciate each style and learn the value of different styles, so that individuals can apply elements of identified styles to develop into effective leaders.

**OBJECTIVES:**

- Learn to appreciate different styles of management
- Gain insight into the challenges faced when using each style
- Take responsibility for your interactions with leaders of all styles
- Apply this knowledge to your own leadership

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs
- Agency leaders
- Agency executives

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# Using the MBTI® for Enhanced Communication

**CC-201\***

**Primary Competencies:**

Communication Skills  
Service Orientation  
Emotional Maturity

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit  
*Prerequisite: Participants must have already taken the Myers-Briggs Type Indicator® (MBTI) and had their results interpreted by an MBTI Certified Practitioner.*

**Duration:**

One Day

This workshop is designed to explore the important links between Myers-Briggs personality type and communication through a series of activities. Its primary goal is to enable participants to experience the practical usefulness of type while working as leaders in their organizations. Emphasis is placed on the critical role that type plays in all communication. Strengths of the different types as well as potential sources of miscommunication and misunderstandings will be explored. Through learning how different types approach communication, leaders have a greater chance to increase the effectiveness of their efforts.

**OBJECTIVES:**

- Readily identify specific communication patterns, as well as the strengths of these patterns and potential issues that must be acknowledged and addressed
- Clarify and reframe information to better suit the communication styles of others
- See type as a tool for building stronger relationships among all individuals in the leader-follower equation
- Identify biases and hot buttons for listeners that distort meaning when they are communicating with others
- Communicate more completely and listen more intently

**TARGET AUDIENCE:**

- All state employees

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# What Public Managers Should Know about the Fair Labor Standards Act (FLSA)

CT-201\*

**Primary Competencies:**

Problem Solving/Decision Making  
Working Through Others  
Resource Management

**Skill Level:**

Intermediate

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

In this class, participants will gain knowledge about federal regulations and judicial decisions regarding the Fair Labor Standards Act (FLSA). The focus of the class is to enable public sector managers to maximize workforce planning in accordance with FLSA obligations for employers.

**OBJECTIVES:**

- Review the federal regulations and judicial decisions concerning proper classification of employees
- Review the federal regulations and judicial decisions concerning proper calculation of employee hours and the FLSA’s obligations for employers

**TARGET AUDIENCE:**

- Those who are on a management track
- Those who manage people, projects, or programs
- Human Resources professionals
- Legal professionals
- Agency executives



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# Working at the Speed of Trust®

CM-201\*

**Primary Competencies:**

Working Through Others  
Integrity  
Work Ethic

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit

**Duration:**

One Day

When individuals trust each other—and are trusted by others—communication thrives, and productivity accelerates as attention is redirected toward team objectives. The Working at the Speed of Trust team building program helps individual contributors identify and address “trust gaps” in their own personal credibility and in their relationships at work. Using examples based on their current work and focusing on real-world issues, participants discover how to communicate transparently with peers and managers, improve their track record of keeping commitments, focus on improving internal “customer service” with others who depend on their work, and build team trust.

**OBJECTIVES:**

- Understand personal credibility is increased by exhibiting trustworthy behavior
- Learn how to increase trust with key stakeholders
- Learn how to create an environment of high trust that will increase creativity, innovation, and a greater commitment to achieving results

**TARGET AUDIENCE:**

- All state employees



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# Working with Millennials

**CC-201\***

**Primary Competencies:**

Interpersonal Skills  
Communication Skills  
Results Oriented

**Skill Level:**

Intermediate

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

The Millennial Generation is the fastest growing population in today’s workforce. This half-day session provides information and insights for all generations in the workplace today, with special emphasis on what millennials want and need in order to be engaged.

**OBJECTIVES:**

- Learn how to lead, influence, and enjoy working productively with these important members of the workforce
- Explore best practices from effective managers
- Millennials in attendance will learn how to establish leadership goals

**TARGET AUDIENCE:**

- All state employees



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# Workplace Violence: Minimizing the Risk

**CT-201\***

**Primary Competencies:**

Problem Solving/Decision Making  
Emotional Maturity  
Interpersonal Skills

**Skill Level:**

Intermediate

**Credits:**

6 Hours CPM Elective Credit

**Duration:**

One Day

Recognizing warning signs of workplace violence is a key to prevention. This class is designed for supervisors and HR professionals to help them identify risk factors, common warning signs, and triggers to acts of violence.

**OBJECTIVES:**

- Examine facts and statistics concerning workplace violence to develop a heightened awareness of the impact on today’s workplace
- Examine risk factors, common warning signs, and triggers to acts of violence in the workplace
- Develop intervention, de-escalation, and mediation strategies to defuse potentially violent situations
- Understand the responsibilities of employees, managers, and organizations for reporting and investigating incidents of violence or threats
- Examine the elements of effective policies regarding weapons in the workplace as well as telephone threats and other dangers
- Explore some common sense precautions for employee security and for making sure the work environment is physically secure

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who manage people, projects, or programs
- Human Resources professionals
- Agency executives



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# Acceleration: Building Your Personal Brand

CC-101\*

Primary Competencies:

Self Development  
Communication Skills  
Macro-Oriented

Skill Level:

Basic

Credits:

6 Hours CPM Elective Credit

Duration:

One Day

Renowned author Tom Peters stated that our most important job is to be head marketer for the brand called You. A personal brand in the workplace creates a distinctive role for an individual. As a professional, one’s reputation or “brand” is the most valuable career asset. This class instructs participants in the fundamentals of building the right brand.

OBJECTIVES:

- Consciously define and refine one’s individual brand
- Determine how to operate at “the intersection of greatness”
- Differentiate among strategies to improve brand management in an honest, open way

TARGET AUDIENCE:

- Individuals who interact with the public
- Those who are on a management track
- Those who manage people, projects, or programs



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# Business Etiquette: When Little Things Count in a Big Way

CC-101\*

Primary Competencies:

Self Development  
Stakeholder Relations  
Interpersonal Skills

Skill Level:

Basic

Credits:

3 Hours CPM Elective Credit

Duration:

Half Day

The knowledge of what to do and when to do it is a powerful confidence boost when dealing with a variety of people and situations. In this class, topics include how to orchestrate and lead meetings, proper interaction with co-workers orally and in written form via office memoranda and electronic mail, as well as other issues faced in the daily work environment. Business etiquette and image tips are a valuable component of this class. Business etiquette skills are beneficial throughout an individual’s career.

OBJECTIVES:

- Learn the keys to making a good first impression
- Identify the do’s and don’ts of dressing for success
- Learn protocol for professional interactions
- Learn the unwritten protocol for behavior during meetings
- Understand the potential impact of telephone and internet habits on careers

TARGET AUDIENCE:

- All state employees



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# Network Building

**CC-101\***

**Primary Competencies:**

Self Development  
Interpersonal Skills  
Communication Skills

**Skill Level:**

Basic

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

A vast amount of knowledge can be acquired from connections with other people. Networking helps to increase one’s circle of influence and provide opportunities to build relationships with people within an agency, with external customers, and in one’s personal life. Networking builds success between co-workers as well as clients and stakeholders and can serve to facilitate the transfer of institutional knowledge throughout the state workforce.

**OBJECTIVES:**

- Define networking
- Examine some networking myths
- Demonstrate how to use social media to make connections
- Practice and develop an individual’s networking skills in a controlled setting

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs



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# Performance Development System: Evaluating Employee Performance

**CM-101\***

**Primary Competencies:**

Interpersonal Skills  
Communication Skills  
Results Oriented

**Skill Level:**

Basic

**Credits:**

3 Hours CPM Elective Credit

**Duration:**

Half Day

Studies show that competencies are among the most reliable indicators of ability. Best practices in evaluating performance include a measure of the presence and/or absence of validated competencies. In this session, managers learn the basics of the Performance Development System (PDS) and how to incorporate the PDS into workflow processes. The outcome of a workplace that maximizes the PDS is employees who are more engaged and better equipped to accomplish the goals and missions of their agencies.

**OBJECTIVES:**

- Review the rules, procedures, deadlines, responsibilities, and forms that make up the Performance Development System
- Learn the importance of evaluating performance based upon observable competencies
- Discuss how the PDS fits into workflow processes
- Develop methods to draft descriptive duty statements, create an Individual Development Plan, take effective corrective action, and conduct a review session with other participants

**TARGET AUDIENCE:**

- Individuals who supervise people
- Human Resources professionals
- Agency leaders



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# Public Speaking

**CC-101\***

**Primary Competencies:**

Self Development  
Communication Skills  
Interpersonal Skills

**Skill Level:**

Basic

**Credits:**

6 Hours CPM Elective Credit

**Duration:**

One Day

Good presentation skills can catapult careers and impact the success of public programs and initiatives, but for some people the fear of speaking in public is a paralyzing obstacle. In this class, the fundamentals of public speaking are taught along with tips for controlling the attention of the audience effectively using visual aids. Each participant will have the opportunity to practice in a safe, supportive setting while receiving feedback and constructive criticism.

**OBJECTIVES:**

- Differentiate among types of presentations
- Identify the components of a successful presentation
- Understand the importance of visual aids and control
- Aid employees with presentations in office environment

**TARGET AUDIENCE:**

- Individuals who interact with the public
- Those who are on a management track
- Those who deliver critical services
- Those who manage people, projects, or programs

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# Administrative Services Certification Program Electives

# Cultural Diversity Part II

(formerly Advanced Cultural Diversity)

AC-201\*

Primary Competencies:

Interpersonal Skills  
Communication Skills  
Self Management

Skill Level:

Intermediate

Credits:

6 Hours ASCP Elective Credit  
(ASCP Cluster II)

Duration:

One Day

This class helps participants develop a greater sensitivity to differences and recognize the impact of differences in age, culture, race, gender, lifestyle, and physical abilities in the workplace.

OBJECTIVES:

- Formulate greater sensitivity and ability to relate to people differing in age, culture, race, gender, lifestyle, and/or physical ability
- Recognize bias and prejudice and its impact on others
- Examine both opportunities and challenges presented by the diversity in our organizations
- Examine how cultural and diversity-related variables impact our ability to relate to coworkers
- Understand how our backgrounds, perspectives, and experiences can impact our decisions about others

TARGET AUDIENCE:

- All support staff

# How to Manage Multiple Priorities

AC-201\*

Primary Competencies:

Self Management  
Workflow Management  
Problem Solving/Decision Making

Skill Level:

Intermediate

Credits:

6 Hours ASCP Elective Credit  
(ASCP Cluster I)

Duration:

One Day

Multi-tasking is a learned skill that can lead to increased productivity and greater confidence in one’s job duties. This class teaches participants how to balance multiple tasks, even during periods of high stress to help provide more efficient and effective services within an agency and to stakeholders.

OBJECTIVES:

- Identify and develop methods to prioritize tasks
- Recognize the importance of communication in achieving maximum productivity in a multi-tasking world
- Develop strategies for maintaining positive relationships during high stress periods

TARGET AUDIENCE:

- All support staff



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# Navigating the Road to Success

## AC-201\*

**Primary Competencies:**

Interpersonal Skills  
Communication Skills  
Self Management

**Skill Level:**

Intermediate

**Credits:**

3 Hours ASCP Elective Credit  
(ASCP Cluster II)

**Duration:**

Half Day

Conduct and attitude related behaviors contribute to success at work. In this class, participants discuss principles for workplace success and discover how to positively impact their own success and that of their agencies through completion of a team player survey and exploration of case studies.

**OBJECTIVES:**

- Explore the guidelines to success at work
- Understand the hindrances to success at work
- Discuss the impact respect has on success
- Discuss ethical questions to ask regarding success

**TARGET AUDIENCE:**

- All support staff



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# Overview of Government Part II (formerly Government Updates for ASCP)

## AT-201\*

**Primary Competencies:**

Stakeholder Relations  
Service Orientation  
Self Development

**Skill Level:**

Intermediate

**Credits:**

3 Hours ASCP Elective Credit  
(ASCP Cluster II)

**Duration:**

Half Day

This half-day class discusses current state laws and policies, how a bill becomes a law, and how laws apply to state employees. In addition, participants will review the three branches of state government and how duties and responsibilities are divided among them.

**OBJECTIVES:**

- Discuss the organization of state government and responsibilities of each branch
- Identify legislative policy updates that affect administrative support employees

**TARGET AUDIENCE:**

- All support staff



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# Positive Work Environment

## AC-201\*

### Primary Competencies:

Self Management  
Interpersonal Skills  
Work Ethic

### Skill Level:

Intermediate

### Credits:

3 Hours ASCP Elective Credit  
(ASCP Cluster II)

### Duration:

Half Day

Ideal for all support staff, this half-day class gives an overview of the Mississippi State Personnel Board’s workplace harassment policy and federal and state laws pertaining to harassment and discrimination. Participants will also learn their rights and responsibilities as state employees.

### OBJECTIVES:

- Identify laws that prohibit harassment and discrimination
- Define the Mississippi State Personnel Board’s Workplace Harassment Policy
- Define the rights and responsibilities of a person being harassed
- Identify retaliation and protection for whistleblowers

### TARGET AUDIENCE:

- All support staff



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# Writing Advantage® by Franklin Covey for ASCP

## AC-201\*

### Primary Competencies:

Communication Skills  
Problem Solving/Decision Making  
Stakeholder Relations

### Skill Level:

Intermediate

### Credits:

6 Hours ASCP Elective Credit  
(ASCP Cluster I)

### Duration:

One Day

In today’s workplace, employees use written communication more often than face-to-face communication. This class teaches participants how to use written communication confidently, productively, and effectively.

### OBJECTIVES:

- Improve communication quality
- Deliver desired results through effective writing
- Improve productivity by writing quickly and easily
- Increase credibility with quality writing
- Become a confident writer using proven communication standards

### TARGET AUDIENCE:

- All support staff



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# Communicating to Build Relationships

*(formerly Things I Would Like to Tell My Boss)*

**AC-101\***

**Primary Competencies:**

Interpersonal Skills  
Communication Skills  
Emotional Maturity

**Skill Level:**

Basic

**Credits:**

3 Hours ASCP Elective Credit  
(ASCP Cluster II)

**Duration:**

Half Day

A recent study found an employee’s relationship with his or her immediate supervisor is one of the greatest contributors to job satisfaction and success. Good communication is the key to developing and maintaining a relationship with a supervisor. In this half-day class, participants learn about topics that are important to the work relationship and are encouraged to develop their communication skills.

**OBJECTIVES:**

- Practice active listening
- Understand the importance of being flexible
- Define trust and appreciation
- Realize the need for mentoring

**TARGET AUDIENCE:**

- All support staff

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# Cultural Diversity Part I

**AC-101\***

**Primary Competencies:**

Interpersonal Skills  
Self Management  
Emotional Maturity

**Skill Level:**

Basic

**Credits:**

3 Hours ASCP Elective Credit  
(ASCP Cluster I)

**Duration:**

Half Day

This half-day class helps participants explore basic definitions and concepts of diversity. Specifically, participants will examine diversity issues in the workplace and gain an understanding of how diversity factors into the overall culture within a state agency.

**OBJECTIVES:**

- Examine demographic changes that have increased the importance of understanding diversity in the workplace
- Explore definitions and concepts related to diversity issues
- Develop a deeper appreciation for people’s differences and similarities
- Explore the concept of culture and how our culture shapes our values and views
- Examine and discuss case studies involving diversity-related problem solving opportunities

**TARGET AUDIENCE:**

- All support staff

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# Overview of Government Processes

## AT-101\*

**Primary Competencies:**

Stakeholder Relations  
Accountability  
Service Orientation

**Skill Level:**

Basic

**Credits:**

3 Hours ASCP Elective Credit (ASCP Cluster I)  
*BSC participants should not take this class since these topics are covered in the BSC curriculum.*

**Duration:**

Half Day

This half-day class provides an introduction to state government, a summary of the structure of Mississippi government and state agencies, a demographic and historical overview of government in Mississippi, and a review of the economics of state government.

**OBJECTIVES:**

- Review the processes of state government
- Discuss items of historical reference for employees
- Identify state agencies and the services they provide

**TARGET AUDIENCE:**

- All support staff



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# Rights and Responsibilities

## AC-101\*

**Primary Competencies:**

Integrity  
Work Ethic  
Service Orientation

**Skill Level:**

Basic

**Credits:**

3 Hours ASCP Elective Credit (ASCP Cluster I)  
*BSC participants should not take this class since these topics are covered in the BSC curriculum.*

**Duration:**

Half Day

This half-day class gives an overview of the rights and responsibilities of state employees in regards to harassment and discrimination. Participants will engage in discussions regarding Title VII of the Civil Rights Act (Title VII), the Age Discrimination in Employment Act (ADEA), the Americans with Disabilities Act (ADA), and other laws important to the rights and responsibilities in the workplace.

**OBJECTIVES:**

- Identify the legal rights and responsibilities of members of the public sector workforce
- Discuss and interpret anti-discrimination and ethics laws including Title VII, ADEA, ADA, and other laws

**TARGET AUDIENCE:**

- All support staff



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# Techniques for Managing Stressful Situations

## AC-101\*

### Primary Competencies:

Self Management  
Interpersonal Skills  
Emotional Maturity

### Skill Level:

Basic

### Credits:

3 Hours ASCP Elective Credit  
(ASCP Cluster I)

### Duration:

Half Day

Stress can negatively affect one’s professional and personal life. In this half-day class, participants will learn how to identify the causes of stress and how to cope with stress based on their Myers-Briggs personality types in order to assist employees in providing a balanced work life that facilitates growth and productivity.

### OBJECTIVES:

- Identify individual stressors and develop techniques to relieve stress
- Discuss how Myers-Briggs personality types respond to stress
- Discuss how stress affects the body

### TARGET AUDIENCE:

- All support staff

# Executive Services Certification Program Electives



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# Advanced Presentation Skills for Support Staff

**EC-201\***

**Primary Competencies:**

Communication Skills  
Self Development  
Results Oriented

**Skill Level:**

Intermediate

**Credits:**

6 Hours ESCP Elective Credit  
(ESCP Cluster I)

**Duration:**

One Day

This class offers those in support staff positions experience in overcoming fears often associated with public speaking and important skills for presenting information in an effective and engaging manner. ESCP participants learn how to successfully give the ESCP Level VI presentation.

**OBJECTIVES:**

- Identify advanced methods and techniques for captivating an audience’s attention (The Great Beginning)
- Discuss creative methods and techniques for conveying the central idea (Tell Them What You are Going to Tell)
- Define creative methods and techniques for inspiring the audience to action (Making Them March)
- Build further confidence in one’s ability to speak in impromptu and informal situations
- Practice advanced presentation skills by preparing, delivering, and critiquing oral presentations

**TARGET AUDIENCE:**

- All support staff responsible for creating or delivering presentations

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# Building Your Network

**EC-201\***

**Primary Competencies:**

Communication Skills  
Stakeholder Relations  
Working Through Others

**Skill Level:**

Intermediate

**Credits:**

3 Hours ESCP Elective Credit  
(ESCP Cluster I)

**Duration:**

Half Day

Designed for administrative professionals who wish to sharpen their networking skills, this half-day class allows participants to practice real-world skills. Networking helps to increase one’s circle of influence and provide opportunities to build relationships with people within an agency, with external customers, and in one’s personal life. Networking builds success between co-workers as well as clients and stakeholders and can serve to facilitate the transfer of institutional knowledge throughout the state workforce.

**OBJECTIVES:**

- Define networking
- Examine networking myths
- Practice networking skills

**TARGET AUDIENCE:**

- All support staff

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# Effective Mentorship

**EC-201\***

**Primary Competencies:**

Working Through Others  
Self Development  
Communication Skills

**Skill Level:**

Intermediate

**Credits:**

6 Hours ESCP Elective Credit  
(ESCP Cluster II)

**Duration:**

One Day

In order to have an effective mentor, mentees must be able to identify the desired outcomes of a mentoring relationship. In this class, participants will discuss their roles in mentor/mentee relationships and how to manage their expectations. This is especially important given how effective a mentoring relationship can be in the transfer of institutional knowledge and development of the state workforce.

**OBJECTIVES:**

- Differentiate types of mentoring relationships
- Recognize when and how to seek out a mentor
- Identify and develop traits of an effective mentor
- Manage expectations of a mentor/mentee relationship
- Evaluate the successfulness of a mentoring relationship

**TARGET AUDIENCE:**

- All support staff



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# Empowering Yourself for Career Success

**EC-201\***

**Primary Competencies:**

Self Development  
Results Oriented  
Emotional Maturity

**Skill Level:**

Intermediate

**Credits:**

3 Hours ESCP Elective Credit  
(ESCP Cluster II)

**Duration:**

Half Day

This half-day class identifies and provides effective short and longterm methods to assist participants in achieving a successful career. Based on Motivating Yourself by Harvey Coleman, this class teaches participants how to navigate common workplace obstacles to achieve workplace success and how to meet individual career goals while working to effectively support the overall mission and goals of their agencies.

**OBJECTIVES:**

- Learn the elements of a successful career
- Understand the importance of involvement in professional activities, networking groups, etc
- Identify techniques that make career goals achievable

**TARGET AUDIENCE:**

- All support staff



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# Leadership at Every Level

**EC-201\***

**Primary Competencies:**

Accountability  
Work Ethic  
Self Management

**Skill Level:**

Intermediate

**Credits:**

3 Hours ESCP Elective Credit  
(ESCP Cluster II)

**Duration:**

Half Day

Every employee in state government is presented with the opportunity to be a leader in his or her department, agency, or field. Through this half-day class, participants identify qualities of an effective leader and discuss the importance of leadership regardless of the position one holds. Participants also focus on how to be an effective leader in their current roles within their agencies.

**OBJECTIVES:**

- Define leadership
- Examine reasons why developing leadership skills is crucial regardless of the position one holds
- Differentiate types of leadership power
- Examine principles of leadership and how they can be applied
- Learn critical team leadership skills

**TARGET AUDIENCE:**

- All support staff

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# The 7 Habits of Highly Effective People®

**EC-201\***

**Primary Competencies:**

Self Development  
Self Management  
Work Ethic

**Skill Level:**

Intermediate

**Credits:**

12 Hours ESCP Elective Credit

**Duration:**

Two Days

Known as the world’s premier personal leadership development course, the new *7 Habits of Highly Effective People Signature Edition 4.0®* aligns timeless principles of effectiveness with modern technology and practices.

Training helps an organization achieve sustained superior results by focusing on making individuals and leaders more effective. Participants gain hands-on experience, applying timeless principles that yield greater productivity, improved communication, strengthened relationships, increased influence, and laser-like focus on critical priorities.

A completely new app, *Living the 7 Habits™*, has been developed to support ongoing learning about and implementing the 7 Habits, and is available to those who attend.

**OBJECTIVES:**

- Focus and act on what can be controlled and influenced, instead of what can’t
- Define clear measures of success and create a plan to achieve them for both life and work
- Prioritize and achieve the most important goals instead of constantly reacting to urgencies
- Develop innovative solutions that leverage diversity and satisfy all key stakeholders
- Collaborate more effectively with others by building high-trust relationships of mutual benefit

**TARGET AUDIENCE:**

- All support staff



# Workplace Collaboration

## EC-201\*

**Primary Competencies:**

Working Through Others  
Self Development  
Communication Skills

**Skill Level:**

Intermediate

**Credits:**

3 Hours ESCP Elective Credit  
(ESCP Cluster I)

**Duration:**

Half Day

The demands on administrative professionals in the 21st century workplace are high. In this class, participants will learn seven steps for maximizing productivity and effectiveness in an environment of ongoing organizational change. The seven steps include managing yourself, developing the right habits, prioritizing, gaining understanding, planning, tracking performance, and going the extra mile.

**OBJECTIVES:**

- Define the seven steps to partnering with your supervisor
- Identify the employee’s role in creating a successful partnering relationship with supervisors
- Create an action plan for developing a partnering relationship with your supervisor

**TARGET AUDIENCE:**

- All support staff

\*This code is provided to identify the skills developed through this class. The first letter identifies the program for which the class is an eligible elective, the second letter identifies the primary competency group, and the 3-digit number indicates the skill level of the class. See pages 16 and 17 for a more detailed explanation.



# Working Smart: How to Get Along, Get Noticed, Get Ahead

## EC-101\*

**Primary Competencies:**

Self Development  
Self Management  
Interpersonal Skills

**Skill Level:**

Basic

**Credits:**

3 Hours ESCP Elective Credit  
(ESCP Cluster I)

**Duration:**

Half Day

This half-day class examines four strategies for development of state employees that focus on getting along, getting noticed, and getting ahead in the workplace.

**OBJECTIVES:**

- Learn how to utilize the four strategies for being proactive, flexible, cooperative, and able to listen actively
- Perform a self assessment of competencies that must be enhanced or maintained in order to maximize opportunities for advancement

**TARGET AUDIENCE:**

- All support staff

\*This code is provided to identify the skills developed through this class. The first letter identifies the program for which the class is an eligible elective, the second letter identifies the primary competency group, and the 3-digit number indicates the skill level of the class. See pages 16 and 17 for a more detailed explanation.



# Your Purpose Pathway: Five Steps Along the Way

## EC-101\*

### Primary Competencies:

Self Development  
Accountability  
Emotional Maturity

### Skill Level:

Basic

### Credits:

3 Hours ESCP Elective Credit  
(ESCP Cluster I)

### Duration:

Half Day

This half-day class discusses five important steps for career development that must be recognized along the pathway of purpose. Participants will learn how to be purposeful in their position and make intentional decisions to meet career goals to support their individual development and the goals and missions of their respective state agencies.

### OBJECTIVES:

- Incorporate purpose into career goals
- Discuss the relevancy of purpose in your life
- Learn how to sharpen current skills into essential components for managerial positions

### TARGET AUDIENCE:

- All support staff



\*This code is provided to identify the skills developed through this class. The first letter identifies the program for which the class is an eligible elective, the second letter identifies the primary competency group, and the 3-digit number indicates the skill level of the class. See pages 16 and 17 for a more detailed explanation.



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